Financial Visibility Transformation Plan Tables

Financial Visibility

Financial Visibility (FV) means having immediate access to accurate and reliable financial information (planning, programming, budgeting, accounting, and cost information) in support of financial accountability and efficient and effective decision-making throughout the Department in support of the missions of the warfighter.
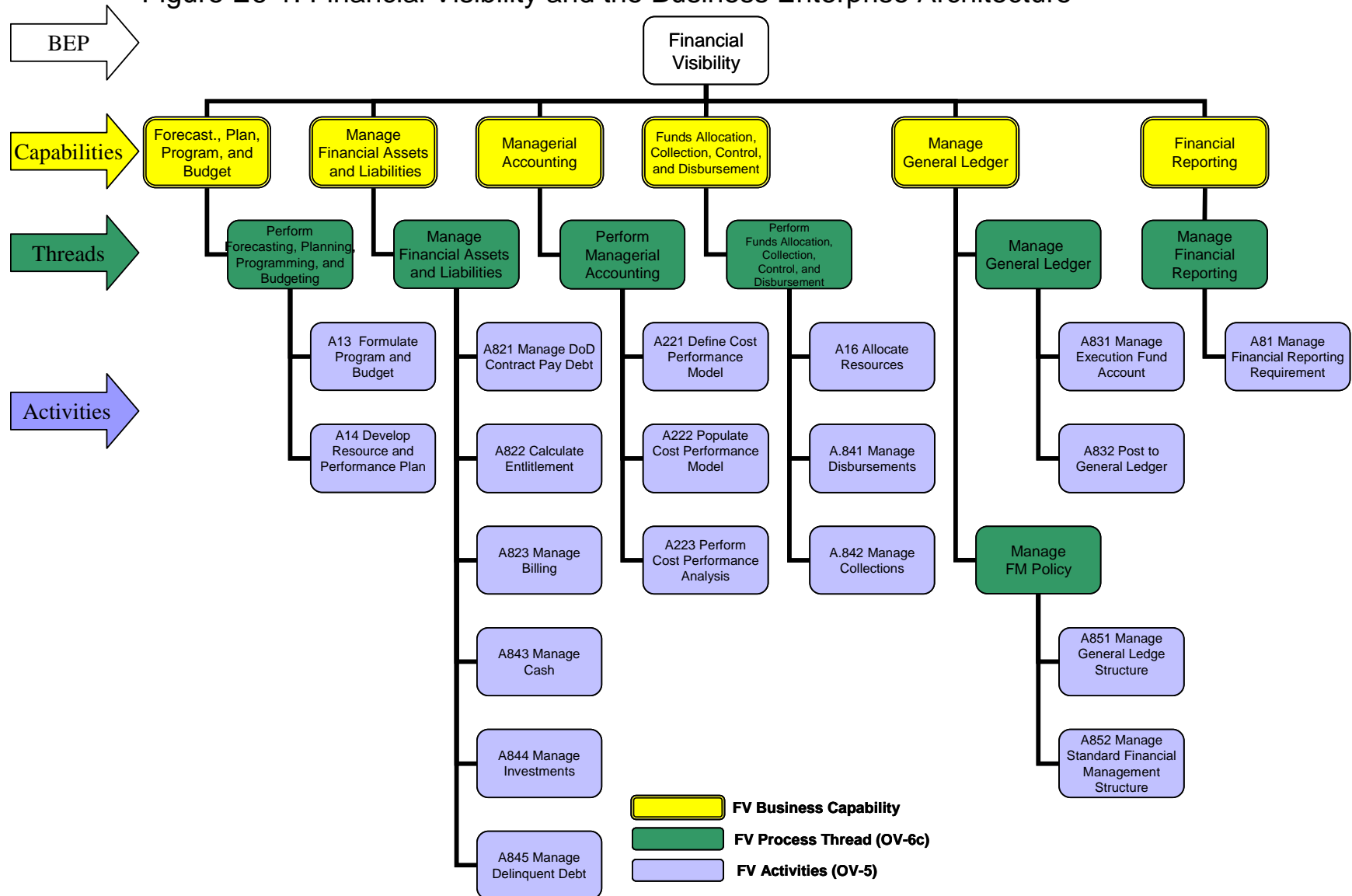
At the highest level, the goal for Financial Visibility is more efficient and effective decision-making throughout the Department and assistance in satisfying the DoD-wide effort to achieve financial auditability.

Financial Visibility will result in a number of benefits. Creating transparent financial data throughout the enterprise, for example, will mean that decision-makers can efficiently compare similar programs and activities across DoD. Establishing authoritative financial data sources will support a single source for DoD Enterprise-wide financial information and make all accounting entries auditable to source systems and data through the Business Enterprise Information Services.

Role of the Business Enterprise Architecture (BEA) in Achieving Financial Visibility

The BEA will provide value for Financial Visibility, particularly in the key areas of establishing common processes, leading practices, business rules, and data standards. For example, BEA 3.0 breaks down each of the core Business Capabilities into its core component parts. Specifically, this has been done by way of the activities that have been identified in the Financial Visibility portion of the BEA (see Figure E6-1). This breakdown further enables the financial community to articulate at the activity level the expected impacts of any particular initiative, and, therefore, how those initiatives will support both specific capability enhancement(s) as well as the overall priority of enhancing Financial Visibility. Table E6-1 provides additional detail on the Financial Visibility Business Capabilities their relationship to the architecture and the capability targets.

Figure E6-1: Financial Visibility and the Business Enterprise Architecture

BEP

Financial Visibility

Capabilities

- Forecast., Plan, Program, and Budget
- Manage Financial Assets and Liabilities
- Managerial Accounting
- Funds Allocation, Collection, Control, and Disbursement
- Manage General Ledger
- Financial Reporting

Threads

- Perform Forecasting, Planning, Programming, and Budgeting
- Manage Financial Assets and Liabilities
- Perform Managerial Accounting
- Perform Funds Allocation, Collection, Control, and Disbursement
- Manage General Ledger
- Manage Financial Reporting

Activities

- A13 Formulate Program and Budget
- A14 Develop Resource and Performance Plan

- A821 Manage DoD Contract Pay Debt
- A822 Calculate Entitlement
- A823 Manage Billing
- A843 Manage Cash
- A844 Manage Investments
- A845 Manage Delinquent Debt

- A221 Define Cost Performance Model
- A222 Populate Cost Performance Model
- A223 Perform Cost Performance Analysis

- A16 Allocate Resources
- A.841 Manage Disbursements
- A.842 Manage Collections

- A831 Manage Execution Fund Account
- A832 Post to General Ledger

Manage FM Policy
- A851 Manage General Ledge Structure
- A852 Manage Standard Financial Management Structure

- A81 Manage Financial Reporting Requirement

Legend:
- ▢ FV Business Capability
- ▢ FV Process Thread (OV-6c)
- ▢ FV Activities (OV-5)

Targets and Metrics for Financial Visibility Business Capabilities

Table E6-1: Targets and Metrics for Business Capabilities

Capability: Forecast Plan, Program, and Budget - Ability to develop, review, evaluate and support financial forecasts, plans, programs and budgets and to integrate them with appropriate performance indicators to achieve effective business operations and program goals.		
6-Month Business Capability Targets	**12-Month Business Capability Targets**	**18-Month Business Capability Targets**
• Establish initial set of standards-based requirements for identifying, capturing, and integrating planning, programming, and budgeting with execution financial information	• Begin integrating planning and programming with budgeting on an initial limited scale to yield the ability to provide consolidated information analytics throughout the Programming, Planning, and Budgeting (PPB) life cycle	• Expand on the set of Programming, Planning, Budgeting, and Execution (PPBE) standards-based coding requirements identified during initial definition phase

Key Performance Parameters:

- **Resourcing Model Completeness:** % of DoD Total Obligation Authority (TOA) for a given fiscal year accounted for by component data that has been modeled and for which the necessary business rules to populate the Program/Budget Framework have been applied
- **Budget Event Latency:** The average length of time between (a) a PPBE event and (b) the availability of useful data about the event for analysis, for those events that affect the budget at the DoD Enterprise-level

Capability: Manage Financial Assets and Liabilities - Ability to identify, classify, value and manage financial (fiscal) assets to include accounts receivable and liabilities to include accounts payable from acquisition or inception to disposal or liquidation.		
6-Month Business Capability Targets	**12-Month Business Capability Targets**	**18-Month Business Capability Targets**
• Identify the DoD Enterprise-wide process and information requirements to support the ability to perform intragovernmental eliminations in a timely and accurate way, thereby also enhancing the Department's ability to effectively manage receivables, payables, and revenue • Identify standards for DoD Enterprise-wide financial asset and liability types	• Initiate the phased implementation of a solution that supports the requirements needed to appropriately manage intragovernmental transactions • Begin to provide DoD Enterprise-wide standard reporting for financial asset and liability types for internal and external reporting	• Continue the phased implementation of a solution that supports the requirements needed to appropriately manage IGT • Provide DoD Enterprise-wide standard reporting for financial asset and liability types for internal and external reporting • Identify Enterprise-level entitlement systems

Key Performance Parameters:

- **Fiscal Asset Visibility:** Percent of assets that have been captured in an automated system at the OSD level, are properly valued, and have been entered into the corporate general ledger, to include depreciation
- **Interest on Payables:** Total interest paid, as a percent of total payables, by commercial pay lines of business
- **IGT Reconciliation:** Degree to which Payables and Receivables can be linked and matched in dollar terms across intragovernmental transactions
- **IGT Management:** Days Sales Outstanding (DSO) for intragovernmental transactions

Capability: Managerial Accounting - Ability to accumulate, classify, measure, analyze, interpret and report cost and other financial information useful to internal and external decision makers reviewing the execution of an organization's program or project resources to ensure they are effectively being used to meet objectives.

6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
• Identify the specific requirements for managerial/cost accounting in terms of what kind of business information needs to be captured and how they should be made available to management • Complete standard data element definitions to support managerial/cost accounting • Identify enterprise business operations to be enhanced by cost accounting standards	• Begin to propagate managerial accounting data elements within enterprise financial systems • Enhance operational cost accounting activities based on the propagation of these standardized data requirements	• Propagate managerial accounting data elements within enterprise financial systems • Enhance operational cost accounting activities based on the propagation of these standardized data requirements

Key Performance Parameters

• **Traceability to Budget:** Percent of executed program dollars that can be traced back to budget at the OSD level, by appropriation type

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Capability: Funds Allocation, Collection, Control, and Disbursement - Ability to control and distribute funds based on appropriation and authorization laws; monitor such funds against available balances for purpose, time and amount; collect funds; issue and track disbursements; and monitor cash position.

6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
• Streamline business processes associated with distribution of funds to provide enhanced visibility into undistributed transactions	• Enable DoD Enterprise-wide cash accountability from a single source to increase efficiency and auditability • Enhance ability to efficiently and effectively reconcile Fund Balance with Treasury	• Begin DoD Enterprise-wide disbursing from a single source to increase efficiency and auditability

Key Performance Parameters:

• **Funds Visibility:** % of dollars in appropriations whose status and disposition can be traced through subordinate organization appropriations

• **FBWT Reconciliation:** Index reflecting degree to which appropriation SGL account balances reconcile to fund balances reported by Treasury

• **Funds Control Integrity:** Index reflecting degree of funds misappropriation (as a % of total obligation authority) and lag time between discovery of potential misappropriation and final disposition

• **Funds Accountability:** % of $ value of adjustments which are properly supported by accounting entries

Capability: Manage General Ledger - Ability to record proprietary and budgetary GL transactions in accordance with Federal Accounting Standards Advisory Board (FASAB) standards, Generally Accepted Accounting Principles (GAAP), and regulatory requirements; to define the use of, and rules to, control GL accounts; and to conduct GL analyses and reconciliations.

6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
• Establish corporate-wide, USSGL-based general ledger • Create standards-based postings to corporate general ledger for an initial, small set of Components	• Significantly increase the number of DoD entities for which transaction-level financial information is provided to corporate, and, in turn, enables standards-based posting within the corporate general ledger	• Increase the number of DoD entities for which transaction-level financial information is provided to corporate, and, in turn, enables standards-based posting within the corporate general ledger • Begin summary-level financial information posting to the corporate general ledger

Key Performance Parameters:

• **Migration to USSGL:** Percent of systems (see Section 3**,** Linkage Between Financial Visibility Initiatives and Component Transformation Activities definition for system approaches) that have developed (a) necessary test plans, (b) executed the plans, and are (c) appropriately posting transactions to DoD subsidiary/general ledger

Capability: Financial Reporting - Ability to provide relevant financial visibility and real-time information dashboards for DoD decision-makers and to summarize financial information for the purpose of producing mandatory reports in compliance with regulatory requirements and discretionary reports in support of other requirements.

6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
• Enhance corporate internal and external reporting capabilities by implementing financial management data standards to a minimum of 3 new entities, focusing initially on those data elements that are necessary for posting to the USSGL • Identify, document, and prioritize financial reporting needs of OSD-level decision-makers and begin to develop plans to meet such requirements • Begin to provide a single source of authoritative DoD Enterprise-wide data that provides access to summary information, as well as drill-down into transaction level detail for at least 3 entities (enterprise business intelligence) • Begin to provide external reporting via single, standardized authoritative data source (rather than individual, non-standard data feeds from each of the Components) for initial set of reporting entities	• Incorporate those financial management data standard elements that have been defined (beyond those that are needed for posting to USSGL) into corporate reporting structure • Expand usage of corporate reporting structure by a minimum of 5 additional entities • Incrementally meet decision-maker reporting requirements, with particular focus on entities that require data standardization and consolidation across Components in order to achieve FV (including OSD level) • Expand external reporting via single, standardized authoritative data source for all entities that provide transaction level detail to corporate environment	• Incorporate those financial management data standard elements that have been defined (beyond those that are needed for posting to USSGL) into corporate reporting structure • Incrementally meet decision-maker reporting requirements, with particular focus on entities that require data standardization and consolidation across Components in order to achieve FV (including OSD level) • Expand external reporting via single, standardized authoritative data source for all entities that provide transaction level detail to corporate environment

Key Performance Parameters:

• **Report Reliability:** Percent of OSD-level reports that are (a) produced using SFIS-compliant data, (b) can be traced in an automated way back to original transactions, and (c) are produced in accordance with established deadlines (OSD-level reports include U.S. Treasury Reports and Statements, CFO Financial Statements, Office of Management and Budget (OMB) Reports and Schedules, and Other Budget Reports)

Role of Systems and Initiatives in Achieving Financial Visibility

Key Systems and Initiatives identified by the FM Support organization play major roles in attaining Financial Visibility. The Systems and Initiatives that have been selected satisfied each of the following criteria:

- Supports one or more of the desired business capability targets in either the 6, 12, and/or 18-month timeframes

- Transformational in nature

- Cross-functional and/or cross-Component in nature (i.e., enterprise solutions)

While a number of initiatives may satisfy each of the criteria, the FM Support organization has narrowed the initial list of potential initiatives to five in order to ensure adequate and appropriate focus and resource allocation is made that will yield the highest likelihood for success. Including additional initiatives at this time will increase the risk associated with success to a point of diminishing returns.

Table E6-2 provides a high-level representation of each Enterprise and Component System and Initiative that depicts its contribution to achievement of the Business Capability. Additionally, individual profiles are included for each DoD Enterprise-level System and Initiative to provide more details on its role. A discussion of how the DoD Enterprise-level System and Initiatives are being addressed by the Components follows these profiles.

Table E6-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Forecast, Plan, Program, and Budget	Manage General Ledger	Manage Financial Assets & Liabilities	Managerial Accounting	Financial Reporting	Funds Allocation, Collection, Control & Disbursement
Enterprise Systems	Business Enterprise Information Services (BEIS)	EL		●	●		●	
	Defense Cash Accountability System (DCAS)	EW			●		● (Cash only)	
Enterprise Initiatives	Standard Financial Information Structure (SFIS))	S	○	○	○	○	○	○
	Intragovernmental Transaction (IGT)	EW		● (Intragovernmental only)	● (Intragovernmental only)		● (Intragovernmental only)	● (Intragovernmental only)
	Program Budget Framework (PB Framework)	S	○			○	○	○
Component Systems	Defense Enterprise Accounting Management System (DEAMS-AF)	AF-wide	●	●	●	●	●	● (except Disbursement)

	System/Initiative	How Provides or Supports	Forecast, Plan, Program, and Budget	Manage General Ledger	Manage Financial Assets & Liabilities	Managerial Accounting	Financial Reporting	Funds Allocation, Collection, Control & Disbursement
Component Systems	Defense Enterprise Accounting Management System (DEAMS-USTRANSCOM)	USTRANSCOM-wide	●	●	●	●	●	● (except Disbursement)
	General Fund Enterprise Business System (GFEBS)	Army-wide	●	●	●	●	●	● (except Disbursement)
	Non-appropriated Funds Transformation (NAF-T)	AF-wide (NAF)		●				

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an "S" for How Provides or Supports and enter an "❍" under each Business Capability directly supported by the standard

- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter "EW" for How Provides or Supports and "●" for each Business Capability provided

- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter "EL" for How Provides or Supports and "●" for each Business Capability provided

Enterprise System: Business Enterprise Information Services (BEIS)

Description and Objective: The Business Enterprise Information Services (BEIS) program will build upon existing infrastructure to provide timely, accurate, and reliable business information from across the Department of Defense to support auditable financial statements as well as provide detailed financial information visibility for management in support of the warfighter.

Approach:

- Leverage existing infrastructure that currently provides the desired capability but does so only on a limited scale (primarily USSOCOM)
- This infrastructure includes DCD/DCW, DDRS, and the existing financial systems from across the Department
- Identify initial targets for rapid deployment, (including Dept. of Army and TI97 agencies), as well as the expansion of the USSOCOM capability to include SFIS compliance
- Implement SFIS Library as single, authoritative source for SFIS values
- Additional targets will be prioritized for subsequent deployment. BEIS will expand on existing DCD functionality to interface, standardize, and share data between Finance and Accounting (F&A)/FM systems in an SFIS-compliant format
- This central repository of transaction-level data will then feed DCW, which will provide a single point for DoD Enterprise-wide financial management reporting and information analysis
- The DDRS tool will be incorporated into this single solution, which will summarize transaction level information from DCW to produce DoD financial statements and mandatory budgetary reports

Benefits:

- Single source for DoD Enterprise-wide financial visibility yields significantly greater access to timely, accurate, and reliable financial information
- All accounting entries are auditable to source systems and data (audit trails are built-in)
- All transactions are standardized using SFIS for consistency and compliance with the USSGL
- Solution will automatically produce a single trial balance per organization from transaction-level data
- All budget and execution reports and financial statements will be produced from the same trial balance, eliminating the possibility of discrepancies

6-Month Outcomes/Targets

- Migrate from Standard Fiscal Code (SFC) to SFIS for USSGL required elements
- Implement SFIS Library as single, authoritative source for SFIS values
- Complete deployments for USSOCOM and Dept. of Army General Fund
- Extend integration between DCW and DDRS for financial statement generation (Army)
- Army Property, Plant, & Equipment (PPE) (Capital Assets)
- USSOCOM solution for TMA & DARPA

12-Month Outcomes/Targets

- Migrate from SFC to SFIS for rest of Phase I elements
- Analyze level of effort to incorporate SFIS Phase II
- Centralized Global Edit Table (CGET)
- USSOCOM solution for MDA, JCS, DSCA, & WHS
- Additional joint program (Joint Strike Fighter)
- Extend data processing and "corporate" GL posting capability to Marine Corps

18-Month Outcomes/Targets

- Implement SFIS Phase II elements
- Extend data processing and "corporate" GL posting capability to additional Component (Air Force or Navy)

Enterprise System: Defense Cash Accountability System (DCAS)

Description and Objective: The Defense Cash Accountability System (DCAS) will consolidate disbursements and collections information from a number of disparate systems from across the DoD into a single, DoD Enterprise-wide system that provides standardized Treasury reporting and enhanced data integrity.

Approach:

- The Department needs to migrate from producing a number of Treasury-mandated reports via numerous disparate systems to a single technical environment
- Specific reports to be produced on a DoD Enterprise-wide basis out of DCAS includes:
  - Consolidated Statement of Accountability
  - Statement of Transactions
  - Statement of Interfund Transactions
  - Statement of Differences
  - International Balance of Payments (IBOP) Report
- Deployment occurs in phases based on location & functionality (* = Completed):

Phase	Scope	Location	Replaces
1	Electronic distribution of cross-disbursement transactions	Multiple	
2	Treasury reporting	Cleveland Kansas City	CERPS, UDL, DUNES, DIE, FCDRS
3	Fiancial Reporting System (FRS) elimination, improved distribution	Cleveland Kansas Ciity	FRS, CMET
4	Treasury reporting	Indianapolis Columbus	HQARS (partial)
5	Treasury reporting	Denver	MAFR, DCMS (both partial)
6	Miscellaneous cash system replacements and Treasure reconciliation	Multiple	Numerous

Benefits:

- Standardizes the Treasury reporting process
- Enables automated Treasury trial balance comparison
- Yields enhanced timeliness and integrity of data
- Eliminates numerous cash accountability and Treasury reporting systems that exist today throughout the Department
- Captures and summarizes cash transactions for reporting and reconciliation
- Provides the detail-level data necessary to support a clean audit opinion

6-Month Outcomes/Targets

- Elimination of FRS (Financial Reporting System)
- Improved Distribution

12-Month Outcomes/Targets

- Treasury reporting (Indianapolis, Columbus, Denver)
- Miscellaneous cash system replacements
- Treasury reconciliation
- Investigate BEIS as sole source for DCAS data

18-Month Outcomes/Targets

- Begin implementation of BEIS as sole source of DCAS data
- This effort will eliminate the need for numerous interfaces into DCAS as well as the need for cross-walks within DCAS

Enterprise Initiative: Standard Financial Information Structure (SFIS)

Description and Objective: SFIS is a comprehensive data structure that supports information/data requirements for budgeting, financial accounting, cost/performance management, and external reporting across the DoD enterprise. SFIS provides an enterprise-wide standard for categorizing financial information along several dimensions to support financial management and reporting functions. These dimensions include: Appropriation Account, Budget Program, Organization, Transaction, Trading Partner, and Cost Accounting information.

Approach:

- Complete definition of the 59 Phase I data elements, all of which support the generation of financial statements
- Define specific approach for Category A, B, and C targets for deployment of the Phase I data elements:
  - **Category 'A': Business Feeder Systems** (emerging or legacy) that include non-accounting systems that generate business transactions across DoD
  - **Category 'B': Legacy Accounting Systems** in which direct investment is not recommended; rather, an interim approach for these systems (which includes mapping and cross walks) is preferred
  - **Category 'C': Target Accounting Systems**, including new ERP systems, will receive detailed guidance and support for deployment of the SFIS elements in these new solutions
- Provide leadership from FM Support organization for each Category to prioritize deployment and assist Components in adoption of standards
- Develop processes for the evolution of SFIS including the introduction of new elements

Benefits:

- Standardizes financial reporting data across DoD
- Enables decision-makers to efficiently compare similar programs and activities across DoD
- Provides decision-makers the level of detail they require for information retrieval and auditability
- Improves the efficiency of maintaining business systems, thereby reducing costly maintenance and translation of non-standard data
- Links program execution to performance, budgetary resources, and actual financial information

6-Month Outcomes/Targets

- Deploy SFIS Phase 1 in BEA
- Category A: develop detailed change proposals for impacted systems, including level of effort, resources, and funding
- Category B: migrate from SFC to SFIS for USSGL required elements in BEIS
- Category C: assist ERP implementation blueprinting and integration planning
- Complete Phase II definitions (focus = cost / performance management)
- Implement single, authoritative source as SFIS Library within BEIS

12-Month Outcomes/Targets

- Update BEA (Phase II elements)
- Category A: assist Components in implementing system and process changes for Phase 1 elements
- Category B: migrate from SFC to SFIS for rest of Phase I elements in BEIS
- Category C: continue to assist in ERP implementation blueprinting and integration planning; incorporate Phase II definitions into guidance
- Begin Phase III definitions

18-Month Outcomes/Targets

- Complete Phase III definitions 01/2008
- Category A: continue to assist Components in implementing system and process changes for Phase 1 elements
- Category B: implement standards for cross-walks for Phase II within BEIS
- Category C: continue to assist in ERP implementation blueprinting and integration planning; incorporate Phase II definitions into guidance

Enterprise Initiative: Intragovernmental Transactions (IGT)

Description and Objective: The IGT initiative addresses one of the DoD's material weaknesses (financial eliminations) by way of standardized, consolidated, and integrated processes and system components, as well as provides significantly enhanced visibility into both the buying and selling elements of intragovernmental transactions both within the DoD and across the Federal Government.

Approach:

- Acknowledge change in approach from short-term, date-driven approach to holistic, end-to-end solution. New approach requires significant participation from both FM and AT&L to address entire end-to-end process
- Adopt common processes and standard data for all DoD intragovernmental activity

Phase I (# months):

- Define problem scope and stratifications of intragovernmental transactions
- Obtain concurrence across mission areas on process, business rules, data elements
- Confirm system gap analysis work to date in support of future transition planning
- Define end-to-end process for IGT
- Issue policy letter to establish validated process

Phase II (# months):

- Define detailed requirements for IGT program/process for exchange transactions
- Conduct "fast track" analysis of alternatives; Stand up additional teams, as required
- Identify funding needs, sources

Phase III (# months):

- Implement preferred alternative identified in Phase II
- Conduct first eliminations and spend analysis with captured data
- Submit process for enterprise audit

Benefits:

- Provides a centralized capability to render elimination entries for all DoD (addresses a material weakness)
- Provides a standard, DoD-wide capability for creating and routing: requisitions, purchase orders, billing, payments, and collections associated with IGT
- Standardized and centralized capability will provide enhanced visibility to the IGT lifecycle (i.e., requisition, fulfillment, billing, receipt, payment, and collection), thereby yielding more timely and reliable information for decision-makers

6-Month Outcomes/Targets

- Define scope and stratifications of IGT
- Obtain concurrence across mission areas on processes, business rules, & data elements
- Confirm system gap analysis in support of future state transition planning
- Define end-to-end process for IGT
- IOC 10/2005

12-Month Outcomes/Targets

- Define detailed requirements for IGT program/process for exchange transactions
- Conduct "fast track" analysis of alternatives
- Identify funding and resource needs/ sources
- Begin implementation of to-be state

18-Month Outcomes/Targets

- Continue implementation of to-be state

Enterprise Initiative: Program Budget Framework (PB Framework)

Description and Objective: The Program Budget (PB) Framework provides a foundation for a new program and budget data structure utilizing a common language that enables senior level DoD decision makers to weigh options versus resource constraints across a spectrum of challenges. The PB Framework consists of a number of related data transparency initiatives that span across all portions of the PPBE process.

Approach:

- Create enterprise definitions for the four risk quadrants, their categories, sub-categories, elements and sub-elements
- Using Component data structures, determine lowest level of data structure in order to correctly assign resources to the aforementioned definitions
- Create enterprise understanding of Component data structures by using dimensional modeling techniques
- Provide enterprise definitions, business rules, and data structures to Components for inclusion in system upgrades and new procurements
- Stand up PB Framework in Defense Acquisition University (DAU) lab environment
- Map SFIS into PB Framework
- Develop a structure that supports the use of native Service/Agency data through Common Information Model (CIM)
- Define authoritative data sources to support net-centric data strategy and data transparency

Benefits:

- Facilitates resource tradeoff decisions by presenting issues in a tangible manner
- Establishes ability to view programs and resources based on the DoD risk management framework
- Enforces "commonality of language"
- Improved data structure allows for the use of modern technology to make information quickly and easily accessible
- Allows for improvements in program element structure and other resource data elements

6-Month Outcomes/Targets

- Services and DLA dimensional models created
- Business rules for creating an Enterprise Project Number (PNO) developed, 10/2005
- Data structure link to SFIS Phase I determined, 07/2005

12-Month Outcomes/Targets

- Remaining Component dimensional models created
- Determine authoritative resource data sources
- I&E metrics incorporated into Enterprise Resource Data Structure

18-Month Outcomes/Targets

- Continue to determine authoritative resource data sources
- Additional metrics incorporated into Enterprise Resource Data Structure